

# The hidden workforce

Employees caring for loved ones with cognitive decline

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# Executive summary

Employees caring for loved ones with cognitive decline represent a large, growing and often invisible segment of today's workforce. Cognitive conditions such as Alzheimer's disease and related dementias introduce caregiving demands that are uniquely complex, progressive and emotionally taxing. Unlike short-term caregiving needs, cognitive caregiving typically intensifies over time, requiring ongoing supervision, decision-making, behavioral management and emotional resilience.<sup>1</sup>

For employees, these responsibilities frequently intersect with full-time work during peak earning and career years. Many caregivers manage medical appointments, safety concerns, financial decisions and evolving care needs while attempting to maintain performance, reliability and professional identity. Over time, the cumulative impact often manifests as chronic stress, fatigue, decision overload and emotional strain—factors that may surface in the workplace as absenteeism, presenteeism, disengagement or stalled advancement.<sup>2,3</sup>

For employers, cognitive caregiving isn't a marginal or isolated issue. A substantial portion of the workforce is already balancing employment with dementia-related care, often without disclosing their situation.<sup>4</sup> When caregiving demands escalate without adequate support, organizations face increased turnover risk, productivity loss, burnout and the erosion of experienced talent. These outcomes are frequently misinterpreted as performance challenges or engagement issues rather than recognized as the effects of caregiving strain.<sup>5</sup>

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## Purpose of this report

This report examines the realities of cognitive caregiving through both employee and employer lenses. It outlines the core challenges faced by working caregivers—including emotional and physical health impacts, financial strain, and career disruption—while also exploring the organizational consequences for retention, engagement and workforce stability.<sup>6</sup>

Importantly, this report highlights practical resources and supports that can mitigate caregiver strain without relying on paid leave or remote work arrangements. These include care navigation services, caregiver training and education, mental health supports, community and nonprofit resources, and workplace practices that emphasize predictability, clear communication and manager capability. Organizations such as the Rosalynn Carter Institute for Caregivers, The Carter Center and the Alzheimer's Association play a critical role in advancing the understanding of caregiving and mental health through research-driven insights that inform both caregiver support and workplace education.<sup>7,8</sup>

Recognizing and supporting employees who are caring for loved ones with cognitive decline requires an understanding of both human and organizational realities. When employers acknowledge caregiving as a workforce issue rather than an individual challenge, they strengthen retention, engagement and trust. Supporting this hidden workforce isn't just a matter of compassion, it's a strategic investment in organizational resilience, continuity and long-term performance.<sup>9</sup>

# Full report

# Introduction

Across the U.S., millions of employees balance professional responsibilities with caregiving for a loved one experiencing cognitive impairment — Alzheimer’s disease and related dementias, traumatic brain injury, stroke-related decline, and other neurological conditions.<sup>10</sup> These caregivers are found across all levels of the workforce, including frontline and hourly workers, individual contributors, managers, and leaders. Regardless of role, they bring their full professional capabilities to work while navigating substantial caregiving responsibilities beyond the workplace.

## The emerging opportunity for employee support

Caregiving in the context of cognitive impairment is dynamic and long-term. Needs evolve as diagnoses unfold gradually, symptoms progress unpredictably, and care demands intensify over time.<sup>11</sup> Caregivers routinely coordinate medical care, manage finances, navigate community systems and provide daily support, often with little formal preparation. These responsibilities require adaptability, emotional intelligence, problem-solving and perseverance even as caregivers remain actively engaged in their jobs.<sup>12</sup>

Within this reality lies both strain and opportunity. Employers are uniquely positioned to recognize the transferable strengths that caregiving employees bring to the workplace, including heightened empathy, organizational skill, resilience and the ability to operate under sustained pressure. When organizations acknowledge caregiving realities and align support accordingly, they do more than reduce burden. They foster loyalty, engagement and sustained performance. Research consistently shows that employees who feel supported during major life challenges are more likely to remain with their employer, maintain productivity and report higher morale.<sup>13</sup>

At the same time, the national conversation surrounding cognitive impairment and caregiving is evolving. Advances in early diagnosis, treatment research, digital health tools, financial planning resources and employer-sponsored benefits are creating new pathways for intervention and support.<sup>14</sup> Organizations that proactively engage with this evolving landscape aren’t simply reacting to a workforce challenge, they’re shaping more inclusive, resilient and future-ready workplaces.<sup>15</sup>

This report explores the experience of employees caring for individuals with cognitive impairment, examines the intersection between caregiving and work, and outlines practical, scalable strategies employers can implement. By recognizing caregivers as a vital and valuable segment of the workforce, organizations can move caregiving from an invisible strain to a shared opportunity for compassion, innovation and long-term stability.

Supporting caregivers of individuals with cognitive impairment isn’t only a social responsibility; it’s a strategic investment in human capital, organizational culture and sustainable performance.

# Cognitive decline and the nature of caregiving

Cognitive decline refers to the gradual deterioration of memory, reasoning, language, judgment and other mental functions that interfere with an individual's ability to live independently. Conditions such as Alzheimer's disease and related dementias are progressive and typically worsen over a period of years, resulting in increasingly complex care needs.

In 2025 alone, nearly 12 million family members and other unpaid caregivers provided an estimated 19.2 billion hours of care to people living with Alzheimer's disease or other forms of dementia in the U.S., with caregivers averaging more than 30 hours of unpaid support per week.<sup>16</sup>

Unlike caregiving associated with short-term medical events, cognitive caregiving often begins with managing subtle changes—repeated questions, difficulty completing familiar tasks, mild confusion—and gradually expands into sustained responsibility for daily decision-making, safety supervision and behavior management.<sup>17</sup> As symptoms progress, caregivers must continuously monitor and respond to changes that are often unpredictable and emotionally challenging, including wandering, agitation, sleep disruption and loss of communication clarity.<sup>17</sup>

Caregiving in the context of cognitive decline is uniquely demanding because it unfolds along a trajectory that lacks clear benchmarks or timelines. Caregivers frequently report ongoing uncertainty about disease progression, incomplete understanding of cause and prognosis, and difficulty anticipating future care needs.<sup>18</sup> This prolonged ambiguity increases stress and can delay access to appropriate support, particularly when caregivers are unfamiliar with dementia-specific resources or are unsure when additional intervention is warranted.

As cognitive impairment advances, caregiving responsibilities expand beyond supervision to include medication management, coordination of medical appointments, financial oversight and safety planning—roles for which many caregivers receive little formal preparation.<sup>19</sup> Over time, the accumulation of these responsibilities contributes to sustained physical, emotional and social strain. What may initially emerge as manageable assistance often evolves into a long-term, high-intensity caregiving role that reshapes daily life for both caregivers and care recipients.

Importantly, caregiving for cognitive decline is rarely confined to a single caregiver-recipient relationship. Many individuals living with dementia are supported by networks of caregivers, which may include spouses, adult children, extended family members and close friends. Research suggests that traditional frameworks focusing solely on a designated “primary caregiver” may overlook the complexity of shared caregiving roles and responsibilities within families.<sup>20</sup>

Together, the progressive nature of cognitive decline, the uncertainty surrounding disease trajectories, and the cumulative expansion of care responsibilities help explain why cognitive caregiving often becomes a long-term, life-altering experience. These dynamics shape caregivers' health, well-being, and capacity to balance work and family roles and set the foundation for understanding the challenges—and opportunities—that emerge at the intersection of caregiving and employment.



## Core challenges for employees

Caregiving for a loved one with cognitive decline often places employees under sustained emotional, physical, cognitive and economic strain.

While caregiving responsibilities vary by individual circumstances, a substantial body of research shows that caregivers of individuals with dementia experience multidimensional burdens that extend beyond discrete tasks and affect everyday functioning, health and workplace participation.<sup>21</sup> The cumulative nature of these demands distinguishes cognitive caregiving from many other forms of family care.

*A substantial body of research shows that caregivers of individuals with dementia experience multidimensional burdens.*

### Emotional and psychological burden

Employees providing care for someone with cognitive impairment frequently report elevated levels of stress, anxiety and emotional exhaustion. Witnessing progressive cognitive and behavioral decline can produce ongoing grief, uncertainty and feelings of helplessness, particularly as memory loss, communication difficulties and personality changes intensify.<sup>22</sup> Unlike caregiving associated with recovery-oriented conditions, dementia caregiving often involves sustained loss without clear endpoints, contributing to chronic emotional strain.<sup>23</sup>

## Physical health impact

The physical demands of cognitive caregiving also have measurable effects on caregivers' physical health. Many caregivers report disrupted sleep, chronic fatigue and difficulty maintaining preventive health behaviors due to the prioritization of caregiving responsibilities. Longitudinal studies indicate that caregivers of individuals with dementia experience higher rates of chronic health conditions — including hypertension, cardiovascular risk, musculoskeletal pain and compromised immune functionings — compared with noncaregivers.<sup>24</sup>

These physical effects often accumulate gradually, reflecting prolonged stress exposure rather than acute strain. As caregiving responsibilities intensify over time, caregivers may delay medical appointments or neglect their own health needs, further exacerbating long-term health risks.

## Cognitive and decision fatigue

Caregivers are frequently required to engage in continuous cognitive monitoring and complex decision-making. Responsibilities such as medication management, appointment coordination, financial oversight, safety planning and response to unpredictable behavioral changes impose a persistent load.<sup>24</sup> The need for constant vigilances — particularly in relation to risks such as wandering, disorientation or medication errors — contributes to cognitive fatigue and stress.

This sustained decision-making burden can diminish caregivers' attention, memory and executive functioning, effects that may carry over into the workplace. Over time, cognitive fatigue may reduce caregivers' capacity to sustain performance both at home and at work, increasing vulnerability to burnout.

## Financial and economic strain

Cognitive caregiving introduces significant financial pressures for many families, particularly given the prolonged nature of dementia-related care. Families often incur substantial out-of-pocket expenses for medical services, medications, home modifications, respite services, transportation and paid support services over many years.<sup>25</sup>

In addition to direct costs, caregivers frequently experience opportunity costs through reduced labor force participation. Many adjust work arrangements by reducing hours, shifting to less demanding roles, declining advancement opportunities or exiting employment entirely as caregiving demands increase.<sup>26</sup> As dementia progresses, these employment decisions often carry long-term implications for career trajectory and lifetime earnings.<sup>26</sup>

The economic impact extends beyond immediate income loss. Reduced work hours or workforce exit can lead to diminished retirement savings, loss of employer-sponsored benefits, and gaps in Social Security or pension credits, compounding long-term financial insecurity.<sup>26</sup>

Caregivers may also face possible employment-related impacts, such as lost performance incentives, diminished compensation potential and fewer opportunities for skills development. These factors can erode cumulative earnings over time and contribute to a sense of professional stagnation or career derailment. The emotional and physical demands of caregiving can intensify this effect: Time away from professional networks and learning opportunities can weaken employees' competitive edge in the labor market.<sup>27</sup>

The estimated economic value of unpaid dementia caregiving in the U.S. runs into the hundreds of billions of dollars annually, yet the majority of this value is absorbed by families rather than captured in formal wage compensation or workplace support.<sup>28</sup> For employers, these hidden costs translate into reduced productivity, increased turnover risk and the potential loss of experienced talent — outcomes that are often more expensive than the investments required to support caregiving employees effectively.

Addressing financial and economic strain requires organizational awareness of these multifaceted impacts, as well as strategic support that helps caregivers sustain employment, preserve long-term earning potential and maintain financial stability over the course of prolonged caregiving demands.

## Work and career disruption

The combined emotional, physical, cognitive and financial demands of caregiving frequently disrupt employees' work performance. Caregivers may struggle with time management, concentration and scheduling consistency while balancing work responsibilities with caregiving tasks. Research shows that while some caregivers reduce work hours or leave employment, many remain in the workforce but experience elevated levels of presenteeism — reduced productivity while at work — that can persist across stages of cognitive decline.<sup>29</sup>

Importantly, work disruption isn't uniform. Outcomes vary based on disease severity, job demands, schedule flexibility and organization support. Employees with limited job control or inflexible schedules face heightened risk of disengagement and workforce exit, underscoring the role of workplace context in shaping caregiver outcomes.

## Cumulative impact

Taken together, these interconnected challenges illustrate why caregiving for loved ones with cognitive decline often becomes a prolonged, high-intensity responsibility with broad implications for employees' health, identity and work sustainability. The cumulative burden of emotional strain, physical health effects, cognitive fatigue, financial pressure and career disruption highlights the need for holistic workplace approaches that recognize the duration and complexity of cognitive caregiving rather than treating it as a short-term or isolated issue.

*The combined emotional, physical, cognitive and financial demands of caregiving frequently disrupt employees' work performance.*



## The employee (caregiver) experience

For millions of employees, caregiving isn't a discrete life event, but an ongoing responsibility layered atop full-time or part-time employment.

Employees who care for aging parents, spouses, children with disabilities, or loved ones with cognitive or mental-health conditions routinely navigate competing demands that strain time, finances, health and professional identity. Unlike other life transitions, caregiving often begins gradually, intensifies unpredictably and persists for years, creating a prolonged period of chronic stress rather than a short-term disruption.<sup>30</sup>

Working caregivers frequently report high levels of role conflict as they attempt to meet workplace expectations while managing medical appointments, care coordination, behavioral crises and complex administrative tasks outside of work hours. Many describe a persistent sense of being “always on” — monitoring phones during meetings, using breaks to coordinate care, or completing paid work late at night after caregiving responsibilities are fulfilled. This erosion of boundaries contributes to fatigue, emotional exhaustion and limited recovery time.<sup>31</sup>

The psychological toll of caregiving is substantial. Caregiving employees experience elevated rates of anxiety, depression, sleep disruption and burnout compared with noncaregiving peers, particularly when caregiving involves cognitive decline or serious mental illness. Emotional labor, sustained vigilance and uncertainty surrounding disease progress amplify these effects. At the same time, many caregivers delay or forgo seeking mental health support for themselves due to time constraints, stigma or concerns about professional repercussions, further compounding distress.<sup>32</sup>

Caregiving responsibilities also shape career trajectories. Employees may decline promotions, reduce hours, shift to lower-responsibility roles or exit the workforce entirely to accommodate care demands. Even when caregivers remain employed, perceived declines in visibility and advancement opportunities may have long-term consequences for earnings and retirement security.<sup>33,34</sup>

Workplace culture plays a decisive role in how caregiving affects employees. Caregivers who feel psychologically safe disclosing their responsibilities to supervisors report better outcomes, including access to accommodations and reduced stress. In contrast, environments that implicitly reward constant availability or penalize flexibility often drive caregiving underground, prompting employees to rely on informal workarounds rather than formal supports. This concealment can intensify strain and undermine trust, particularly in organizations lacking caregiver-inclusive policies.<sup>35</sup>

Despite these challenges, caregiving employees frequently demonstrate resilience, adaptability and advanced problem-solving skills — competencies that translate directly to the workplace. Without intentional organizational support, however, these strengths are often overshadowed by burnout risk and workforce attrition. Understanding the lived experience of employee caregivers is therefore essential to sustaining participation, productivity and well-being in an aging and increasingly caregiving-intensive society.



## The employer perspective

From an employer standpoint, caregiving is now a structural workforce reality, shaping labor participation, productivity and talent sustainability.

While maintaining employment, a substantial and growing share of employees provide ongoing care to an aging parent, spouse or family member with complex health or cognitive needs. As demographic aging accelerates and caregiving intensity rises, organizations increasingly absorb the downstream impacts through absenteeism, presenteeism, turnover and rising healthcare costs.<sup>36</sup>

Caregiving demands often manifest in ways that aren't immediately visible but materially affect performance. Employees may miss work unexpectedly, arrive late or require schedule flexibility to manage medical appointments, care transitions or crises. Even when physically present, caregivers may experience reduced focus and cognitive capacity due to persistent stress and time scarcity, contributing to presenteeism that can be more costly than absenteeism alone.<sup>37</sup>

*Caregiving demands often manifest in ways that aren't immediately visible but materially affect performance.*

Retention is a critical concern. Employees with significant caregiving responsibilities are more likely to reduce hours, decline advancement opportunities, or exit the workforce when flexibility or support is insufficient. Replacement costs—including recruitment, onboarding, training and lost institutional knowledge—represent a significant financial risk, particularly in roles requiring specialized expertise or long ramp-up periods.<sup>38</sup>

Employers also face indirect cost pressures related to caregiver health. Caregivers exhibit higher rates of stress-related conditions, depression and chronic illness, which are associated with increased medical claims, short-term disability utilization and unplanned leave. Without adequate support, organizations may see greater workforce instability and disruption to planning and continuity.<sup>39</sup>

Workplace culture and managerial practices strongly influence whether caregiving pressures translate into attrition or retention. Employers who lack clear policies or discourage flexibility often drive caregiving challenges underground. In contrast, organizations that normalize caregiving through inclusive policies and clear communication are better positioned to retain experienced employees, sustain productivity and foster engagement.<sup>40</sup>

## Effective caregiver assistance

Caregivers supporting individuals with cognitive impairment — including Alzheimer’s disease and related dementias — face care demands that are both intensive and prolonged.

While many general caregiver resources apply across conditions, cognitive impairment introduces distinct challenges related to disease progression, behavioral symptoms, declining decision-making capacity and long-term-care planning.

Effective support, therefore, requires a layered approach that integrates general caregiver assistance with condition-specific resources.<sup>41</sup>

### General caregiver resources and support

Across caregiving contexts, foundational support focuses on reducing caregiver strain, improving care coordination and sustaining caregiver well-being. Education and skills training help caregivers understand care tasks, navigate health systems and communicate effectively with providers. Evidence shows that structured education and guidance improve caregiver confidence and reduce stress.<sup>42</sup>

Care navigation and case management services are also critical, assisting caregivers with identifying community resources, understanding benefits eligibility, coordinating medical and social services, and managing care transitions. Navigation is particularly valuable for working caregivers, who often lack time to independently manage fragmented systems.<sup>43</sup>

Emotional and mental health resources — including counseling, support groups, peer networks and respite services — play a central role in caregiver sustainability. Access to adult day services and respite care has been shown to reduce caregiver burden and delay institutionalization of care recipients.<sup>44</sup>

Financial and legal planning resources further support caregivers across all conditions. Assistance with advance directives, powers of attorney, benefits counseling and long-term-care planning helps caregivers anticipate future needs and avoid crisis-driven decision-making. These types of support are especially important for caregivers balancing employment with ongoing care responsibilities.<sup>45</sup>



## Resources specific to cognitive impairment caregiving

Cognitive impairment caregiving requires specialized education on disease trajectory, symptom management and behavioral strategies. Caregivers must learn approaches for responding to memory loss, agitation, wandering and impaired judgment — tasks that differ substantially from physical caregiving alone.<sup>46</sup>

Specialized training programs for dementia caregivers have been associated with reduced caregiver distress, improved coping skills and enhanced quality of life for both caregivers and care recipients. These programs often emphasize communication techniques, environmental modifications and safety planning tailored to cognitive decline.<sup>47</sup>

Care coordination becomes increasingly essential as conditions progress. Dementia-capable navigation and interdisciplinary care models improve continuity during key transitions such as diagnosis, hospitalization or long-term-care placement.<sup>48</sup>

Legal and ethical planning support is uniquely salient, as declining capacity raises issues related to consent, guardianship, financial oversight and advance care planning. Early access to legal guidance enables proactive planning and reduces future conflict.<sup>49</sup>

Finally, ongoing emotional support is especially critical for dementia caregivers, who often experience anticipatory grief, identity loss and prolonged emotional strain. Compared with other caregiving populations, caregivers of individuals with cognitive impairment report higher levels of psychological distress and longer caregiving durations, underscoring the need for sustained, not episodic, support systems.<sup>50</sup>

Together, general caregiver resources and cognitive-impairment-specific support form the backbone of an effective caregiving ecosystem. Ensuring access to both is essential for caregiver well-being, care quality and the long-term sustainability of families, workplaces and health systems facing rising rates of cognitive decline.

# Workplace support and employer-sponsored benefits

As cognitive impairment becomes more prevalent, employers increasingly confront the realities of a workforce balancing professional responsibilities with intensive caregiving duties.

Caregivers of individuals with Alzheimer's disease and related dementias often experience unpredictable care demands and escalating supervision needs, heightening absenteeism, stress and turnover risk.<sup>51</sup>

## Flexible work arrangements

Flexible schedules, hybrid work options, adjustable start and end times, and reduced-hour arrangements are among the most effective ways of supporting caregiver employees. Schedule control is associated with lower stress, improved mental health and increased retention.<sup>52</sup> Formalizing flexibility reduces stigma and promotes equitable access across roles.<sup>53</sup>

## Care navigation and dementia-specific support programs

Employer-sponsored care navigation connects employees to local resources, respite services, legal support and financial counseling. Dementia-capable navigation—delivered by clinicians or trained care managers—reduces confusion and crisis-driven decision-making during diagnosis and care transitions.<sup>54</sup>

## Mental health, financial protection and emotional well-being support

Employers can help mitigate psychological and financial strain on caregivers by providing:

- **Dependent care flexible spending accounts (DCFSA)s**
- **Health savings accounts (HSAs)**
- **Emergency savings programs**
- **Long-term-care insurance offerings**
- **Financial planning assistance**
- **Long-term-care education<sup>55</sup>**

They can also offer robust mental health coverage, caregiver-specific counseling services and employee resource groups.<sup>56</sup>

## Manager support and organizational culture

Supportive supervisors are essential. Training managers to respond effectively to caregiver disclosures, apply flexibility consistently and connect employees to resources is strongly associated with reduced work-family conflict and improved well-being. Cultures that openly acknowledge caregiving foster trust and engagement.<sup>57</sup>

Workplace environments that clearly recognize caregiving responsibilities reduce disclosure fears and increase the use of benefits by caregiver employees. Organizations that frame caregiving as a life-stage experience rather than a potential performance liability are better positioned to retain skilled employees amid demographic shifts and the rising prevalence of dementia.<sup>57</sup>

## Strategic and economic rationale

From an economic perspective, caregiver-supportive workplaces experience lower turnover, higher productivity and improved employee engagement. Dementia caregiving, in particular, is associated with substantial productivity losses nationally. Employer-sponsored support efforts therefore function not only as a benefit but as a strategic workforce investment.<sup>58</sup>

As cognitive impairment rates increase with population aging, employer engagement will be central to sustaining labor force participation and supporting family caregivers. Workplace support and employer-sponsored benefits represent a critical intersection between public health, economic resilience and organizational leadership.





## Aligning workplace support with caregiver needs

Effective caregiver support requires alignment with the progressive nature of cognitive decline.

Early-stage needs often involve education, navigation and planning; mid-stage caregiving demands increased flexibility and respite; late-stage caregiving requires intensive coordination, transition planning and grief support.<sup>58</sup>

Integrated benefit design, centralized navigation and coordinated communication improve clarity and utilization. Employers should also ensure that support reaches frontline, hourly and lower-wage workers with limited schedule control.<sup>59</sup>

Ongoing evaluation — tracking retention, absenteeism, engagement and benefit utilization — allows organizations to adapt as workforce demographics and caregiving intensity evolve.

## Conclusion

Employees caring for loved ones with cognitive impairment represent one of the most dedicated — and often least visible — segments of today’s workforce. They manage medical complexity, emotional uncertainty, financial coordination and evolving care needs while continuing to contribute meaningfully at work.<sup>59</sup> Their experience reflects not only challenge, but resilience, adaptability and sustained commitment.

As the prevalence of Alzheimer’s disease and related dementias continues to grow, the intersection of caregiving and work will increasingly shape workforce participation, productivity and organizational culture.<sup>60</sup> The question for employers is no longer whether caregiving affects business performance. It’s how will organizations respond strategically.

Encouragingly, the evidence is clear. Research demonstrates that supportive workplace practice — including flexible job design, informed manager support, care navigation resources, financial wellness programs and mental health services — are associated with stronger retention, reduced absenteeism and higher engagement among caregiving employees.<sup>61</sup> When employees feel supported during periods of caregiving intensity, they’re more likely to remain with their employer and sustain performance over time.<sup>62</sup>

The business implications are substantial. Recent analysis estimates that caregiving-related absenteeism, presenteeism and turnover cost U.S. employers between \$33 billion and \$44 billion annually, underscoring that inaction carries measurable financial risk.<sup>63</sup> Strategic investment in caregiver support, by contrast, protects institutional knowledge, stabilizes teams and strengthens long-term performance.

The opportunity extends beyond accommodation. Organizations that normalize conversations about caregiving and embed thoughtful support into their culture build trust and psychological safety — foundational drivers of high-performing workplaces.<sup>64</sup> These environments benefit not only caregivers, but entire teams.

Cognitive impairment caregiving will continue to evolve alongside advances in research, treatment innovation, early detection and community-based resources.<sup>65</sup> Employers who remain informed and adaptive can position themselves as leaders in building a resilient, future-ready workforce.

Ultimately, supporting employees who care for loved ones with cognitive impairment is both compassionate and strategic. By recognizing caregivers as essential contributors — and aligning workplace systems with their lived realities — employers can transform a hidden pressure point into a visible source of strength.

*When caregivers are supported,  
workplaces thrive.*

## Cognitive decline caregiver resources

Here's a list of national U.S.-based organizations supporting caregivers of individuals with cognitive decline, including Alzheimer's disease and related dementias. Resources are organized by audience and alphabetized within each section.

Organization	Description	Type of support	Visit
<b>211 (United Way)</b>	National referral helpline connecting caregivers to local services	Community referral	211.org
<b>Alzheimer's Association</b>	24/7 helpline, education, safety planning and local support groups	Education, support, helpline	alz.org
<b>Alzheimer's Foundation of America (AFA)</b>	Caregiver training, helpline and respite grants	Education, respite	alzfdn.org
<b>ARCH National Respite Network and Resource Center</b>	National respite locator and state respite coalition directory	Respite locator	archrespite.org
<b>Area Agencies on Aging (AAA)</b>	Local caregiver counseling and respite and service navigation	Local services, navigation	acl.gov/programs/aging-and-disability-networks/area-agencies-aging
<b>Caregiver Action Network</b>	Peer support and caregiver education toolkits	Peer support, education	caregiveraction.org
<b>CaringInfo (NHPCO)</b>	Advance care planning and hospice resources	Advance planning	caringinfo.org
<b>Dementia Friendly America</b>	Community initiatives supporting dementia-capable environments	Community support	dfamerica.org

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Organization	Description	Type of support	Visit
<b>Eldercare Locator (Administration for Community Living)</b>	Federal service connecting caregivers to local support	Service locator	<a href="http://eldercare.acl.gov">eldercare.acl.gov</a>
<b>Family Caregiver Alliance</b>	Education, policy resources and state-by-state directory	Education, policy	<a href="http://caregiver.org">caregiver.org</a>
<b>Lewy Body Dementia Association (LBDA)</b>	Condition-specific caregiver education and support	Disease-specific support	<a href="http://lbda.org">lbda.org</a>
<b>National Adult Day Services Association (NADSA)</b>	Directory of adult day programs nationwide	Adult day services	<a href="http://nadsa.org">nadsa.org</a>
<b>National Family Caregiver Support Program (NFCSP)</b>	Federal funding for caregiver services via states	Federal support program	<a href="https://acl.gov/programs/support-caregivers/national-family-caregiver-support-program">https://acl.gov/programs/support-caregivers/national-family-caregiver-support-program</a>
<b>National Institute on Aging (NIA)</b>	Evidence-based caregiving and dementia research information	Research, education	<a href="http://nia.nih.gov">nia.nih.gov</a>
<b>Parkinson's Foundation</b>	Care partner resources for Parkinson's-related cognitive decline	Disease-specific support	<a href="http://parkinson.org">parkinson.org</a>
<b>The Association for Frontotemporal Degeneration (AFTD)</b>	FTD-specific caregiver resources	Disease-specific support	<a href="http://theaftd.org">theaftd.org</a>

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Organization	Description	Type of support	Visit
<b>UsAgainst Alzheimer's</b>	Advocacy, caregiver education and policy initiatives	Advocacy, education	usagainstalzheimers.org
<b>Veterans Affairs Caregiver Support Program</b>	Training, stipends and respite for eligible veteran caregivers	Financial, training, respite	caregiver.va.gov
<b>Well Spouse Association</b>	Support for spousal caregivers experiencing isolation	Peer support	wellspouse.org

## Employee (working caregiver) resources

Organization	Description	Type of support	Visit
<b>AARP Family Caregiving Resource Center</b>	Financial planning and work-care balance tools	Financial planning, workplace tools	aarp.org/caregiving
<b>Alzheimer's Association Workplace Resources</b>	Dementia workplace toolkits for employees	Workplace education	alz.org
<b>Caregiver Action Network — Working Caregivers</b>	Resources tailored for employed caregivers	Workplace support	caregiveraction.org
<b>Family and Medical Leave Act (FMLA) — U.S. Department of Labor</b>	Information on job-protected leave for caregiving	Legal, employment protection	dol.gov/agencies/whd/fmla

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Organization	Description	Type of support	Visit
<b>Job Accommodation Network (JAN)</b>	Guidance on workplace accommodations and ADA compliance	Workplace accommodations	askjan.org
<b>National Alliance for Caregiving</b>	Workforce research and employer data	Research, workplace policy	caregiving.org
<b>Social Security Administration (SSA)</b>	Information on disability benefits and caregiver-related eligibility	Benefits information	ssa.gov
<b>U.S. Equal Employment Opportunity Commission (EEOC)</b>	Guidance on caregiver discrimination and ADA protections	Legal guidance	eeoc.gov

## Employer and HR resources

Organization	Description	Type of support	Visit
<b>Alzheimer’s Association — Corporate Initiatives</b>	Employer education and dementia-friendly workplace guidance	Employer training/ education	alz.org
<b>Employer Assistance and Resource Network (EARN)</b>	Workplace flexibility and disability inclusion guidance	Employer policy guidance	askearn.org

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Organization	Description	Type of support	Visit
<b>Harvard Business School—Working Caregiver Research</b>	Employer-focused caregiving workforce research	Research, employer strategy	<a href="https://hbs.edu">hbs.edu</a>
<b>National Alliance for Caregiving—Employer Research</b>	Employer benchmarking and caregiving workforce insights	Research, benchmarking	<a href="https://caregiving.org">caregiving.org</a>
<b>Rosalynn Carter Institute for Caregivers</b>	Employer training and caregiver certification programs	Employer training	<a href="https://rosalynncarter.org">rosalynncarter.org</a>
<b>Society for Human Resource Management (SHRM)</b>	HR best practices for supporting working caregivers	HR policy guidance	<a href="https://shrm.org">shrm.org</a>
<b>U.S. Chamber of Commerce Foundation—Employer Caregiving Resources</b>	Employer case studies and caregiving business impact research	Employer strategy, research	<a href="https://uschamberfoundation.org">uschamberfoundation.org</a>

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## Endnotes (continued)

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